

## **Consultative Group on International Agricultural Research**

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### Agenda Item 10

#### International Livestock Research in the CGIAR - Report of the Steering Committee

Attached is the Report of the Steering Committee on International Livestock Research. The Group will have the opportunity to discuss the Report and its recommendations, approve or modify them, and decide on the next actions to be taken.

Attachment

#### Distribution

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**International Livestock Research in the CGIAR**

**Report of the Steering Committee**

**CGIAR Secretariat, World Bank, Washington, D.C.  
September, 1993**

## SUMMARY

This report builds on the consensus already reached within the CGIAR regarding the importance of livestock in sustainable development and priorities for research. Closely guided by the CGIAR goals and priorities as set out by TAC, it aims to carry the process one stage further towards an integrated strategy for livestock research.

The proposed strategy gives priority to ruminants in mixed (crop/tree/livestock) production systems. The need to recognize animals as components of the overall system, as well as an end in themselves, is stressed. The social and economic importance of ruminants and their unique potential for the recuperation and conservation of natural resources is emphasized and must be considered in assessing research impact. The proposed research will fall within the seven main areas proposed by TAC. It will be driven from demands arising from farm level problems and will be of an integrated, multidisciplinary nature to ensure a holistic approach.

Strategic research to solve priority problems related to animal production and health which are of a global or transregional nature will be carried out by a new livestock Center, working in close collaboration with other IARC's and advanced research institutions. Livestock related research in the TAC designated priority ecoregional programs in Asia (2), LA (1), SSA (3) and WANA (1), will be enhanced by the new Center's collaboration with other IARC's, NARS and other partners in research which will be more usually of an applied or adaptive nature. This will be an important means of addressing the ecoregional specificity of most livestock production systems, of setting priorities, of ensuring the relevance of strategic research and of providing channels for the application of results. The new Center will act as convener of collaborative efforts between CGIAR Centers, including their commodity programs, on specific topics of livestock related research and institution building.

To implement the strategy, a new entity, tentatively denominated the Center for International Research on Livestock (CIRL) will be set up using ILCA and ILRAD as a base. This offers the CGIAR a unique opportunity to provide the holistic approach to livestock research which the strategy requires, and to widen the scope for the application of results. Proposals are made for the CIRL's mandate administrative site selection, Board of Trustees, management and research activities. Particular attention is paid in the report to the strategic planning process for the Center. A fully participative complete review of possible options carried out from a global perspective, is regarded as the most desirable option for developing the strategic plan. Important elements of the plan are recognized to be already encompassed in the MTP's of ILCA and ILRAD. Proposals are made as to how these might be incorporated into the strategic planning process, as well as providing the basis for ongoing activities.

The Steering Committee considered that CIRL should be set up as soon as possible and proposes a timetable for doing so by January, 1995. The sequence of events ensures that the Board of Trustees designate is involved in the strategic planning process and that the Boards of ILCA and ILRAD can endorse the strategic plan before their dissolution.

At the same time, the report makes proposals on how integration across the CGIAR system can proceed immediately in pilot areas, where there is consensus that this is urgent and feasible.

With regard to funding, it is not foreseen that the proposed plan will result in savings to the CGIAR, but rather in the greater cost effectiveness of their investment. Multilateral sources will be required for global, strategic research, but core funds must also be assigned to ecoregional activities to

ensure continuity and feedback. However, it is recognized that better mobilization of bilateral, regional and national funds will be required increasingly to support work which is of regional or national application.

In order to carry forward the proposals set out in this report, the Steering Committee recommends that an Implementing Group should be set up by the CGIAR at Centers' Week, 1993.

#### Main recommendations

1. The CGIAR unified livestock strategy should give emphasis to ruminants as components of mixed production systems, be driven by demands arising from farm level, use a multi-disciplinary approach supported by strong disciplinary bases, and consist of interdependent global and ecoregional activities, within the main areas of livestock research defined by TAC.
2. The CGIAR should appoint an Implementing Group (IG) at ICW 1993 to lead, facilitate and supervise the further development of the unified strategy.
3. The IG should take immediate action to further integration across the system in selected pilot areas, where there is perceived to be general agreement that this is urgent and feasible (eg: training and information, forage germplasm activities).
4. The IG should also be responsible for the establishment of the new livestock Center (CIRL), based on the relevant programs of ILCA and ILRAD, which would play a key role in defining and executing the System wide livestock strategy and would convene collaborative efforts among CGIAR Centers.
5. CIRL should be established as soon as possible, and aim to start functioning in January, 1995.
6. The strategic plan of CIRL should be defined through a consultative process, giving a thorough review from a global perspective of the possible options, within the framework of the seven main areas of livestock research identified by TAC. This should be done by a Task Force appointed and overseen by the IG.
7. A second Task Force, composed mainly of ILCA and ILRAD staff, should be set up by the IG to make proposals on administrative matters, identify those parts of the existing MTP's which should go forward into CIRL's strategic plan, and propose ways in which the current programs could be molded further towards the new strategy.
8. Multilateral core funding should be assured to support global strategic research and part of the ecoregional work which is essential to ensure continuity and feedback. Additional sources of funding for work of regional or national application must be urgently mobilized.

# REPORT OF CGIAR STEERING COMMITTEE ON LIVESTOCK RESEARCH

## 1. INTRODUCTION

The CGIAR Steering Committee<sup>1</sup> (SC) on Livestock Research was set up in May, 1993, in order to further efforts to integrate livestock related research across the System. The Terms of Reference are shown in Appendix 2. In its coverage of these, the SC was unable to carry out all the stipulated consultations before presenting this report, but has built widespread consultation into the processes recommended for future activities.

Several analyses of the status and potential of international livestock research have been carried out recently, both within the CGIAR ( TAC 1992, 1993a, TAC Secretariat 1992; Davies et al. 1993; ILCA 1992, ILRAD 1993) and otherwise (Winrock 1992 a,b). The SC found itself in agreement with the main points of consensus which emerged from these documents and used them, together with other recent CGIAR decisions, as the starting point for its deliberations. The basic premises were:

- the CGIAR has a strong comparative advantage in livestock research and related activities, and a fully justified commitment to this field
- a new, system-wide global strategy for livestock research is necessary; change is required on scientific grounds for enhanced relevance, benefits and cost-effectiveness
- the new strategy should recognize the CGIAR's commitment to:
  - international strategic research for improved food security and equity
  - an increasingly ecoregional approach to research, and
  - Agenda 21
- the present geographic balance of activities in favor of Sub-Saharan Africa should be modified, giving additional emphasis to Asia and Latin America
- ecoregional efforts should be devoted principally to the wetter semi-arid, sub-humid and highland cool tropics
- emphasis should remain, initially at least, on cattle, sheep and goats.
- the main constraints to production of these species in developing countries have been amply documented
- CGIAR research in livestock should fall under the seven main areas (health, nutrition and physiology, genetics, feed resources, production systems, natural resource management and policy analysis), and with approximate balance between global and ecoregional activities in each case, proposed by TAC (1993a).

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<sup>1</sup> Membership of the Steering Committee is shown in Appendix 1

No further discussion of these issues is therefore included here except that the SC wishes to emphasize that the importance of livestock in developing countries derives not only from primary products (milk, meat, fibre, hides, fuel), but from their indispensable role in crop production (traction, manure); water management (irrigation traction); the recuperation and conservation of soils (through well managed grazed leys); crop weed, pest and disease control (through rotations with leys); and their social function as sources of savings, generators of daily income (milk) and utilization of family labour.

A striking contrast is noted between the present perception of the need for further livestock production research in industrialized countries and the enormous, still unrealized potential for livestock to contribute to the long-term improvement of human welfare across the developing world. The urgent challenge is to realize this potential more fully by research and development directed towards sustainable production systems in low income countries, avoiding the pitfalls exemplified by the industrialized world. In this context, the SC notes with concern the recent decreasing trend in the proportion of CGIAR core funds dedicated to livestock research.

The present report seeks to build on the above issues of consensus and carry the arguments one stage further towards achieving a fully integrated strategy for the system. In the time available, it was not possible to develop a detailed strategy and program in the manner which they demand. The SC therefore concentrated on mechanisms by which this can be done, and on the establishment of the new livestock Center, which would play a leading role in the process. In making its proposals, the SC is aware that integration of inter-Center activities in the field of livestock research sets a precedent for the CGIAR. Success of the integrated model will depend on the strength of the arguments and the ability of the integrated system to identify shared goals and benefits. It will also depend heavily on the full support of CGIAR members, as well as the conviction and good will of the institutions and scientists involved. The Committee has no doubt that conditions are now given for this to become a reality.

## **2. THE GOALS FOR CGIAR LIVESTOCK RESEARCH**

In making its proposals, the SC was guided closely by the goal set forth by TAC (1992) to:

‘improve productivity of high priority livestock and their integration into sustainable production systems’ as part of the overall CGIAR mission:

‘through international research and related activities and in partnership with national research systems, to contribute to sustainable improvements in the productivity of agriculture, forestry and fisheries in developing countries in ways that enhance nutrition and well-being, especially of low-income people.’

## **3. A UNIFIED STRATEGY FOR LIVESTOCK RESEARCH**

- 3.1 The animal is perceived as an important and integral part of the overall production system, as well as an end in itself.**

Research on cattle, sheep and goats needs to be directed not only to primary products (milk, meat, fibre, hides, traction, fuel). It must also place greater emphasis than hitherto on the unique potential of livestock in the recuperation and conservation of natural resources, the utilization of byproducts and wastes, and their social importance to producers. Impact should be measured in terms of the animal's contribution to optimizing the long term socio-economic and environmental benefits of the production system as a whole.

While the multiple function of livestock is emphasized as the basis for their evaluation, special attention should be given to milk wherever it is consumed or saleable. This is justified both on grounds of its nutritional value and biological efficiency and because milking can generate regular income and the utilization of labour.

**3.2 Emphasis in research should be placed clearly on mixed (crop-tree-livestock) production systems;** where production opportunities allow and environmental considerations dictate, technologies to facilitate the transformation of pastoral systems into mixed ones should also be considered.

This is justified by:

- the high proportion of livestock in developing countries which are components of mixed systems, particularly in Asia
- the scope which exists for increasing the overall efficiency and sustainability of mixed systems by improving the productivity of livestock within them
- the special importance of livestock in the generation of income and savings for small farmers in mixed systems
- the experience of the CGIAR in plant-related production systems, to which animals are generally an essential complement
- the limited impact which research can have on the further improvement of diminishing numbers of purely pastoral systems.

**3.3 Livestock related research at all levels must be driven by demands arising from farm level problems.**

This will be achieved through the participation of NARS, as well as NGO's and other parties in the planning process, often within the context of the CGIAR collaborative ecoregional research programs.

**3.4 The complexity of livestock related production systems requires integrated, multidisciplinary research.**

This will ensure that the solutions found are those best suited to the needs and capabilities of the end-users, and may be readily mobilized through developmental research and technology transfer agencies.

**3.5 The diversity of livestock related systems throughout the developing world and the need to set priorities among them, is recognized.**

The ecoregional specificity of most livestock related production systems is acknowledged. The need to focus limited resources on the most important widely relevant problems, has been addressed by the TAC. As an initial priority the unified livestock strategy should concentrate on the seven ecoregional collaborative programs for which TAC identifies a need for livestock research and proposes funding for the five year period 1994-98. Two such programs are identified in Asia, three in Sub-Saharan Africa and one each in Latin America and the West Asia/North Africa regions (TAC 1993 b).

**3.6 The unified strategy will underpin a strategic research agenda to solve priority problems which are global or transregional in nature.**

Within the unified strategy the strategic research agenda will reflect high priority problems, common to a number of production systems in priority ecoregions, which require a better understanding of principles and processes for their effective resolution. The new livestock research Center will be responsible for the major part of the strategic research agenda in animal production and health.

A unified strategy demands that scientists are located in major production systems in which livestock play a key role. These locally based staff will ensure the relevance of the strategic research agenda and, in collaboration with NARS and other partners, will implement the applied and adaptive research necessary to mobilize strategic research outputs for the benefit of farmers. The new Center would convene collaborative ventures with other IARCs, including existing commodity mandated centers, and with advanced scientific research institutions with a comparative advantage in specialized areas of priority strategic research. The new Center will also convene collaborations between geographically diverse initiatives with common thematic interests in livestock.

The ecoregionally based collaborative programs are expected to offer particularly good opportunities for cooperation between livestock and crop commodity research, especially in the area of feed supply and the management of natural resources for sustainable production systems.

**3.7 The strategic research agenda and the linkages into the ecoregional programs will be equally important parts of the core program within a unified strategy.**

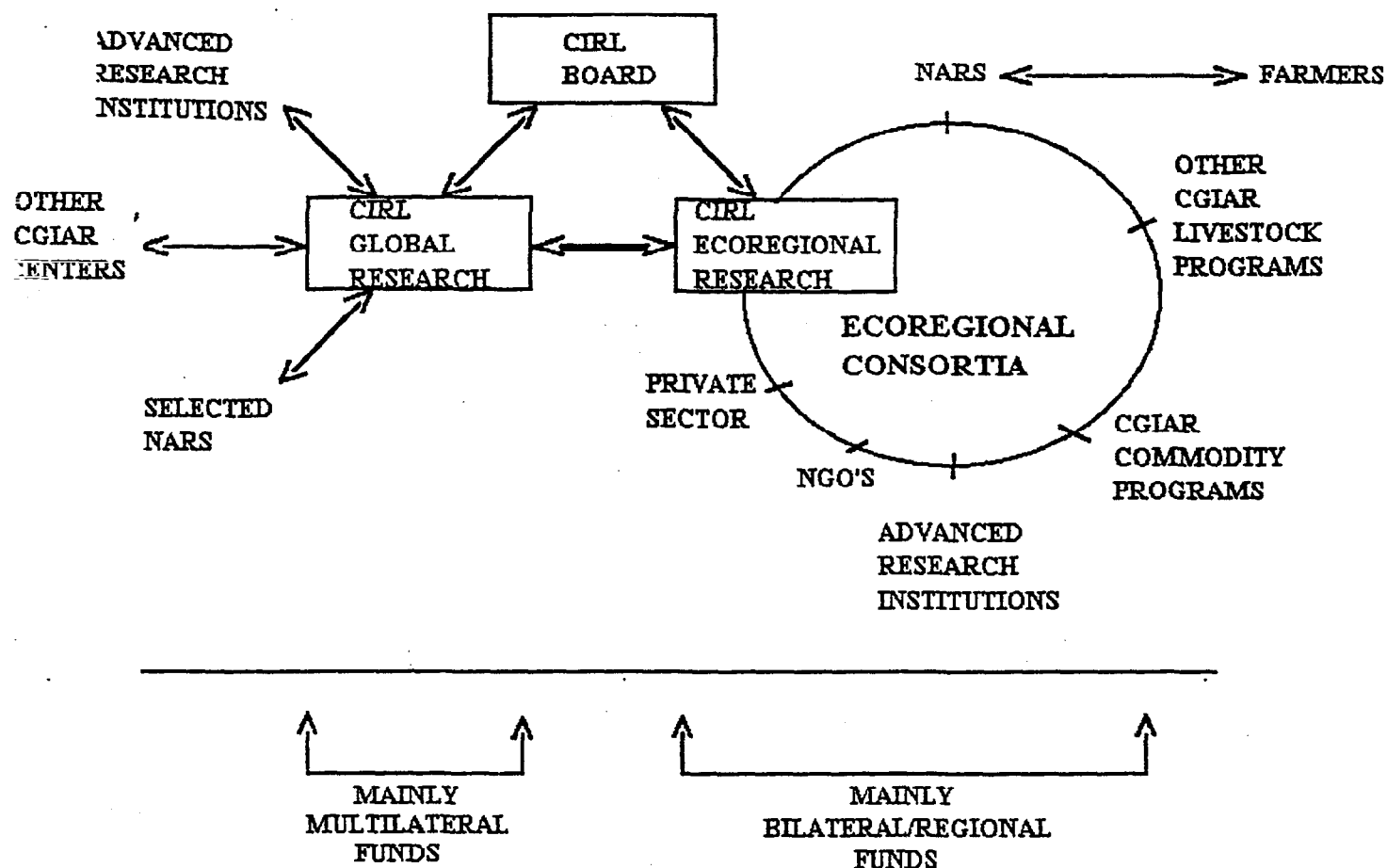
It will be important that multilateral core funds cover both the strategic research agenda and the linkages into the ecoregional programs, in recognition of the unified nature of those activities. Regional and bilateral funds would be important supplements to that core funding, and the need for better mobilization of funds from bilateral, regional and national sources, particularly for the downstream activities within the ecoregional programs, is emphasized.

**4. IMPLEMENTATION OF THE STRATEGY**

The strategy proposed depends on effective linkages between the many institutions involved in livestock related research. A proposal for these linkages is illustrated in Figure 1, and the major components discussed below.



FIGURE 1. INSTITUTIONAL LINKAGES FOR THE CGIAR UNIFIED LIVESTOCK RESEARCH STRATEGY



#### 4.1 THE NEW SINGLE ENTITY

#### 4.1.1.1 Title

It is proposed that the new entity should be known as the Center for International Research on Livestock (CIRL) and, for convenience, will be so denominated in the rest of this report.

#### 4.1.2 Mandate

'To serve within the CGIAR system as a world center for strategic research on major problems of animal production and health, in support of, and complementary to, national and regional efforts in developing countries. The Center will also act as convener of collaborative efforts in livestock related research and institution building across the CGIAR system'.

#### **4.1.3 Institutional Basis**

The reasons adduced here, and in previous CGIAR documents, for the integration of livestock related research across the System are based primarily on the facts that:

- animals are important elements of complex production systems throughout the developing world, and
- their performance is determined to a very large extent by interactions, particularly those between genotype, nutrition and health and the way in which these variables are combined and managed (i.e. socio-economic factors).

In consequence, a holistic approach to research is essential to ensure the correct identification of the problems to be addressed and their optimum solutions. Only through an understanding of production systems is it possible to choose among the various optional research thrusts those which are likely to be most beneficial. The need for transdisciplinary research is further accentuated by the need to increase animal production to meet the demands of an increasing world population, which must be achieved by intensification of production systems while taking into account the impact of such systems on the environment.

A unique opportunity to provide an holistic approach to livestock research is given by the increasing integration of efforts between the CGIAR Centers, with their different but complementary areas of expertise. The integration of the two main CGIAR livestock centers, ILCA and ILRAD, coupled with the commission to promote collaborative programs with the other IARCs, provides the basis for a unified livestock program for the CGIAR System with its appropriate balances of global and ecoregional activities, as well as strategic and applied research.

#### **4.1.4 Site**

The Center will occupy two main sites, Addis Ababa and Nairobi, with flexible arrangements elsewhere according to need. The main administrative site will be chosen according to criteria such as those used for CIFOR, but keeping in mind the specific needs determined by its mandate as a livestock center.

#### **4.1.5 The Board of Trustees**

The Board of Trustees will be chosen to provide a broad vision of livestock problems and potentials, and a range of disciplines will be represented.

A Board designate should be appointed as soon as possible so that it can become involved at an early stage in the development of the strategic plan and administrative arrangements. It should consist of no more than 14 members and be chaired by an impartial eminent expert in research or administration. To capitalize on the experience of ILCA and ILRAD, the CIRC Board designate should include the current Board Chairmen, current Directors General, representatives of the two host countries and two other members of the existing Boards, one nominated by ILCA and one by ILRAD. Five other members will be chosen to balance areas of expertise required for a global vision of livestock development and will include two nominees of the donors.

The Director General designate should also be appointed as soon as possible in order to participate in the planning of research and administrative arrangements.

#### **4.1.6 Management**

While recognizing that the management structure of CIRL will be defined by its Board of Trustees, the SC foresees that it should be managed by a Director General, assisted by two deputies, one at Addis Ababa and one at Nairobi. Potential program leaders will need to be identified at an early stage and included in discussion and planning.

#### **4.1.7 Research activities**

##### **a) Orientation**

CIRL's activities will fall under the seven main areas identified by TAC (1993a) and be a blend of global and ecoregional work. The research will be multi-or interdisciplinary and launched from strong disciplinary bases. It will be problem oriented and carried out in such a way as to generate solutions which can be confidently extrapolated to a range of environments and production systems. Activities will be program/project managed and scientists will often participate in more than one program/project under different managers. Some projects may be entirely related to one component of the livestock systems, such as genetics, nutrition, economics, or health, while others will be concerned with interactions, productivity targets involving all components, or outreach activities as a backup for technology transfer.

The activities of CIRL will become increasingly systems oriented and transdisciplinary the closer the objective is to the needs of a specified production system in a specified ecoregion. Until such an objective is defined, the more CIRL's research will reflect the basic principles, common factors and functions that determine the magnitude and nature of production responses to changes in the climatic, nutritional, disease and managerial environment (including socio-economic factors) in which production occurs.

##### **b) Strategic planning**

The development of CIRL's strategic plan is considered to be the next important step in the achievement of a unified strategy for the CGIAR system as a whole: CIRL is expected to give leadership in the further definition of the System wide strategy and the consultative process which is proposed should, in itself, further the integration of efforts between the parties concerned.

Within the framework of the areas indicated by TAC (1993a), the SC considers that a thorough review of possible options from a global perspective, is the most desirable procedure for CIRL's strategic planning exercise. This recommendation in no sense questions the validity of the many analyses through which priority research themes have already been identified including the strategic plans of ILCA and ILRAD. Rather, it recognizes that the mandate of the new Center will be global and that this demands a fresh evaluation of the relative importance of the major areas of research (e.g. health, nutrition, genetics), as well as of the candidate topics within these generic areas.

Consultations will be required with other IARC's as well as other upstream and downstream partners. This may best be achieved through small workshops on specific topics. Authoritative position

papers on the state of knowledge in selected areas, where controversy exists among experts, could be useful additional resources for the planning process.

CIRL's global research topics will be relevant to a number of ecoregional, and its activities will reflect the type of solution most likely to succeed and be implemented. The topics must be subjected to quantitative or semi-quantitative assessment to establish their priority. Such methods are likely to include cost-benefit analyses tested for the sensitivity to changes in the major assumptions such as discount rates, rate of uptake of technology. Consideration will be given to sustainability and equity criteria, as well as to the comparative advantage of CIRL for carrying out the work. In this context, the expertise and facilities of CIRL should be judged in relation to complementarities and synergies with its nominated partners. All projects will establish milestones for progress towards the identified outcome, against which progress and success of the project should be measured.

Accordingly, the SC proposes the immediate establishment of an Implementing Group (IG). One of its responsibilities would be to appoint and convene two Task Forces as soon as possible. The first of these (SPTF) would be created to develop the new strategic plan, according to the guidelines set out above. The SPTF would be chaired by a member of the IG and include members of the Board of Trustees designate (Section 4.1.5) as they become identified, to ensure their full involvement in the process as early as possible. Prompt approval of the nominations by the CGIAR could be obtained on a 'no objection' basis. It is also suggested that TAC give consideration to the appointment of the CIRL liaison member at this stage, who would either be a member of the SPTF or otherwise closely associated with their work. It is expected that the new strategic plan should be ready for consideration by TAC and the CGIAR by Centers' Week, 1994, according to the timetable set out in Section 7.

The second Task Force (MTPTF) would be composed mainly of ILCA and ILRAD staff, and be chaired by a member of IG. It would be charged with identifying those scientific areas of the existing MTP's that meet the criteria set out in Section 3, or that can be further developed to take account of the new arrangements and responsibilities. It would also make proposals on how integration of the two Centers' administrations, as well as their training and information programs, should proceed. The recommendations of the MTPTF would go forward for consideration by the SPTF as the strategic plan of CIRL is drawn up. They would also serve as proposals as how the two Centers' ongoing programs could, in the short term, be molded further towards the new integrated global strategy. Since the MTPTF can be established very quickly, and since rigorous procedures were used in the elaboration of the MTP's, it should be possible for this Task Force to have completed most of its activities by March, 1994.

#### **4.1.8 Institution building**

The SC attaches very great importance to the CIRL as a role model for other institutions, because of the frequency with which animal health and production divisions are separated in national research institutions throughout the developing world. Information and training will constitute vital elements of CIRL's activities, and particular considerations will be given to the special requirements of African NARS. The SC considers that immediate steps should be taken to integrate the efforts of ILCA and ILRAD, as the first steps towards an integrated system for livestock information and training across the CGIAR system.

#### **4.1.9 Inauguration date**

The SC favors a rapid approach to setting up the new Center, both because it reaffirms the Committee's conviction of the need to do, and because it avoids unnecessary uncertainties to all parties concerned. A proposed scheme of how this might be done by January, 1995, is shown in Section 7. This assumes that by ICW 93, the Boards of Trustees of ILCA and ILRAD will have agreed in principle to proceed towards their integration into the new Center.

#### **4.2 GLOBAL RESEARCH**

The CGIAR global strategic research on major livestock problems of transregional significance will take place through the linkages shown in Figure 1. The CIRL strategic planning exercise will further the process of defining the overall agenda with precision. Involvement with the ecoregional programs, and selected NARS outside these, will ensure the continued relevance of the global research carried out and provide channels for the application of the results.

Collaboration between CGIAR Centers and advanced institutions in upstream research will continue to be actively fostered to promote cost effectiveness. In the case of CIRL, it will also enable the Center to fulfil its important function of monitoring modern developments which may be of potential use to other partners and clients working in the areas of animal production and health.

#### **4.3 INTER-REGIONAL COLLABORATION**

Current livestock related activities within the CGIAR involve a number of common issues and interests, particularly in the areas of livestock feed resources, which can be addressed most effectively through coordination and allocation of work effort. As the ecoregional programs develop, more such areas will be identified. It is proposed that CIRL should act as convener of collaborative efforts among the CGIAR Centers working on these common themes.

Bureaucratic procedures need to be minimized, but two organizational options which are not exclusive, may be usefully considered. First, CIRL should host planning conferences or workshops on specific topics where it is necessary to define more closely the division of labour and explore more fully synergies in research efforts, not only among CGIAR Centers but between these and other partners. Topics which deserve consideration for this treatment include forage germplasm (eg: multi-purpose tree species). Immediate action should be taken to coordinate activities on a System-wide basis in areas such as these where there is already perceived to be an urgent need.

A second option is for the Centers, convened by CIRL, to present collaborative projects which would compete for funds assigned, on the recommendation of TAC, to themes of major System-wide importance (TAC, 1993c). The precise role of CIRL in determining the allocating of such funds deserves further study. Such projects would stress complementarity of research between regions, the exchange of information and, where needed, of germplasm. Relevance and impact would be evaluated by inter-Center stripe reviews.

#### **4.4 ECOREGIONAL RESEARCH**

Priority programs, with livestock components, in seven ecoregions have been recommended by TAC for funding in 1994-98 (Appendix 3). These are of particular relevance in the context to livestock research because of the regional specificity of most production systems in which ruminants play a role. The programs should provide essential links for ensuring the relevance of global strategic research. The presence of NARS and NGO's among the partners should ensure that CGIAR research is demand led and that results have a direct path for field application. The linkage between CIRL and the ecoregional consortia is illustrated in Figure 1. The Center's participation in the programs outside Africa will provide the opportunity for forging the desired new entry points for activities on the other continents.

It is in the context of these ecoregional programs that the most likely interaction is seen between livestock research and the CGIAR commodity programs. These latter would be expected to contribute substantially in the areas of livestock feed supply, production systems research and in the evaluation of the impact of animals on soil and water resources. The consequences of plant selection for traits such as primary (grain/root/tuber) yield, earliness, disease resistance etc. on animal feed would continue to be monitored.

#### **5. FUNDING**

Any savings that may result from certain aspects of the integration of ILCA and ILRAD will need to be redeployed into building cooperative programs and linkages.

It is anticipated that multilateral core funds will be the prime financial base for the global, transregional research activities, in keeping with the CGIAR's interests in research of this type. However, some core funding should be assigned to the ecoregional projects to ensure continuity and feedback, because these are essential for the relevance of the global strategic work. Better mobilization of bilateral or regional donor and national funds will be needed for work which is of regional or national application. This will be encouraged by the CGIAR's participation in ecoregional research. As better mobilization of bilateral, regional and national funds occurs, so multilateral funding presently used in work of a more site-specific nature will be released.

A realistic appraisal of CGIAR funding prospects suggests that the new global programs will require a re-allocation of some of the funds currently spent in Africa. However, Africa is expected to gain considerably in the longer term from being party to the principles and technologies developed to support crop-livestock systems elsewhere.

#### **6. FUTURE ACTIVITIES**

As the next step in the process it is proposed that the CGIAR should set up an Implementing Group (IG), to which reference was made in the context of CIRL's strategic plan (Section 4.1.7). The advantage of a group, over an agency, is that it would give the CGIAR the opportunity to choose precisely the individuals who would carry the process forward, and avoid the possible risk that institutional points of view might intervene.

The IG would function until the CIRL Board of Trustees can take over its responsibilities. It is proposed that the group should consist of three members. They would be highly respected international

experts, chosen for their ability to give a fresh, independent look at the subject matter and contributing, between them, expertise in administration, international animal science and health, as well as knowledge of the CGIAR. A member of the CGIAR Secretariat would serve as resource persons and secretary to the group. Their tasks would be:

- Initiate integration of activities across the CGIAR Centers in a few pilot areas, selected because there is already a perceived general agreement that this is urgent and feasible. These areas include:
  - livestock information and training, starting with ILCA and ILRAD
  - certain scientific fields (see Section 4.3)
- Appointment and oversight of the Task Forces (See Section 4.1.7) set up to:
  - develop the CIRC strategic plan (SPTF)
  - identify the elements of the ILCA-ILRAD MTP's which fit the criteria set out in Section 3, as the basis for the ongoing program and candidates for inclusion in the strategic plan; recommend arrangements for administrative integration (MTPTF)
- Initiation of processes to define CIRC charter and modify host country agreements.
- Keep TAC and the CGIAR informed of progress achieved

## **7. TIMETABLE**

A proposed timetable for setting up CIRC by January 1995 is shown in Table 1, and a bar chart giving the sequence of the main events illustrated in Figure 2. The salient features of the timetable are that it allows the CIRC Board of Trustees and Director General designate the opportunity to participate in planning the research and administrative activities of the Center. It would also permit the Boards of Trustees of ILCA and ILRAD to endorse the proposals before their dissolution.

**Table 1. Proposed timetable for setting up CIRL (for details of activities, see Section 4.1.7 and 4.4**

ACTIVITY	RESPONSIBLE PARTY						DATE
	BOT's						
	CGIAR	SC	IG	SPTF	ILCA-ILRAD	CIRL	
1. Steering Committee (SC) report to TAC/CGIAR		*					ICW, 93
2. CGIAR approval in principle	*						ICW, 93
3. SC dissolved	*						ICW, 93
4. Implementing Group (IG) established, with budget	*						ICW, 93
5. IG first meeting			*				Dec, 93
6. SC report/timetable, revised if necessary			*				Dec, 94
7. MTP Task Force (MTPTF) appointed			*				Dec, 93
8. Strategic plan task force (SPTF) appointed			*				Feb, 94
9. Draft CIRL Charter			*				Feb, 94
10. Start search for CIRL Director General			*				Feb, 94
11. MTPTF report available			*				Mar, 94
12. Endorsement by SPTF/IG			*	*			Mar, 94
13. Progress Report to TAC			*				Mar, 94
14. CIRL BOT designate candidates appointed	••		*				Mar, 94
15. Headquarters (HQ) site identified			*				Apr, 94
16. Host country negotiations advanced			*				Apr, 94
17. SPTF preliminary report to IG				*			Apr, 94
18. IG progress report to CGIAR; comments from TAC and from ILCA and ILRAD BOT's			*		*		MTM, 94
19. Approval in principle; CIRL charter and HQ site defined	*						MTM, 94
20. CIRL DG designate identified			*			#	May, 94
21. SPTF workshops/position papers complete				*			Aug, 94
22. Draft Strategic Plan circulated			*				Sept, 94
23. Draft Strategic Plan endorsed by ILCA and ILRAD					*		Oct, 94
24. IG final report to TAC/CGIAR; Comments from TAC and from ILCA & ILRAD BOT's			*		*		ICW, 94
25. CGIAR approval in principle	*						ICW, 94
26. IG dissolved	*						ICW, 94
27. CIRL BOT assumes responsibilities	*					*	ICW, 94
28. ILCA & ILRAD BOT's dissolved	*				*		ICW, 94
29. CIRL Director General assumes responsibilities						*	Jan, 95
30. CIRL BOT meets; new Host Country agreement signed; CIRL fully functional						*	Jan, 95

Symbols

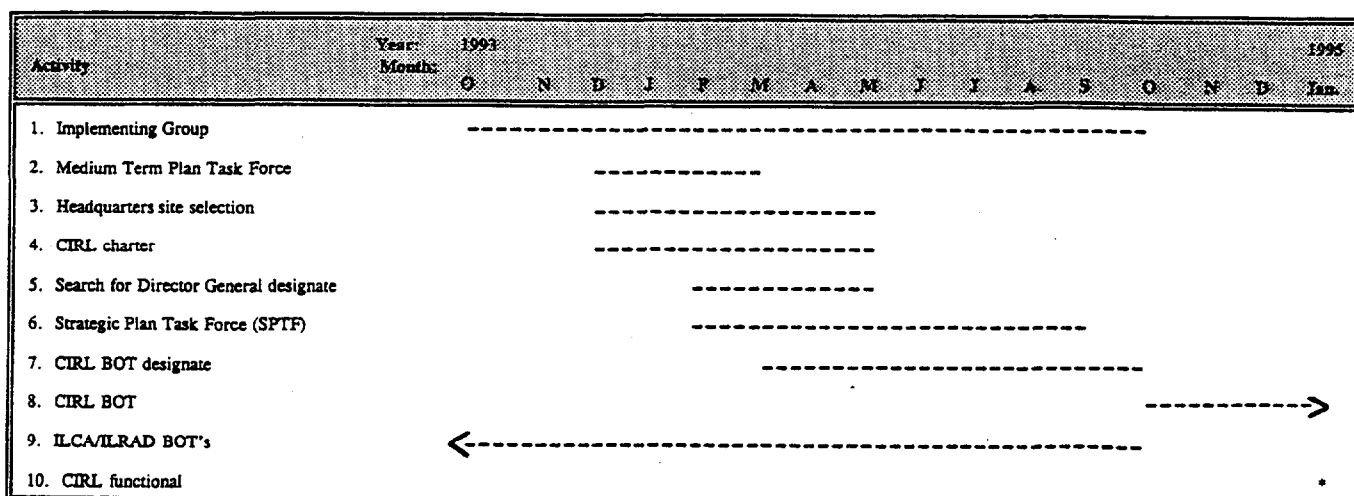
- \* : Responsibility
- : Approved via Oversight Committee, or on no objection basis
- # : Appointed by CIRL BOT designate

Abbreviations

SC: Livestock Research Steering Committee  
 IG: Implementing Group  
 SPTF: Strategic Plan Task Force  
 MTPTF: Medium Term Plan Task Force



Figure 2. Bar chart to show sequence of principal activities involved in setting up CIRL



## 8. ACKNOWLEDGMENTS

The Steering Committee has been deeply impressed by the generous, objective fashion in which so many people contributed to their work. Particular thanks are expressed to the Directors General of ILCA and ILRAD. The Committee also gratefully acknowledges the help of CIAT, CIMMYT, CIP, ICARDA, ICRAF, IITA, IRRI, the TAC Secretariat and many individuals from the co-sponsor, donor and NARS communities.

The Committee owes a special debt of gratitude to Dr. Michael Collinson, Ms. Myra Green, and the CG Secretariat for invaluable support throughout its mission.

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- |                            |   |
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## Consultative Group on International Agricultural Research

### Livestock Research Steering Committee

#### Terms of Reference

At its Mid-Term Meeting in Puerto Rico the Group agreed to develop a unified strategy for CGIAR livestock research. It should identify priority activities for international livestock research, to be managed through a single institution and be constrained by the current proportion of CGIAR resources allocated to livestock.

The Group was deeply concerned that research strengths and skills accumulated over the past two decades are retained. As far as possible planning and implementation should maintain continuity in current priority research programs and should minimize staff uncertainty.

The Group agreed to appoint a CGIAR Livestock Research Steering Committee, with the following Terms of Reference.

1. Develop a unified strategy and program for livestock research in the CGIAR.
2. Develop an institutional plan and a timetable for the development of a single entity to undertake strategic research in livestock. The institutional plan and timetable recommended by the committee should facilitate collaboration in the planning and subsequent implementation of the unified program by all other centers conducting livestock related research. The Committee should explore and make recommendations on linkages between the research entity and livestock related research in ecoregional initiatives.
3. The plan and timetable should reflect the desire of the Group for continuity and minimal uncertainty for CGIAR scientists in existing livestock research institutions. It is envisioned that most on-going research activities would be incorporated into the unified program.
4. In the course of its work the Committee should consult with appropriate CGIAR stakeholders and report its conclusions and recommendations to TAC and to ICW 93.

**Annex 3: TAC Priority Ecoregions, Convening institutions and Collaborative IARC partners**

Region	Convenor	Collaborative partners
<b>SUB SAHARAN AFRICA</b>		
Warm humid and subhumid tropics	IITA	CIAT, CIFOR, CIMMYT, CIP, <u>CIRL</u> , ICLARM, ICRAF, IFPRI, IIMI
Semi Arid Tropics	ICRISAT/SACCAR	CIMMYT, <u>CIRL</u> , ICRAF, IITA
Cool Tropics (East and Central African Highlands)	ICRAF	CIAT, CIMMYT, CIP <u>CIRL</u> , ICRISAT
<b>WANA</b>		
Subtropics with winter rainfall	ICARDA	CIMMYT, CIP, <u>CIRL</u> , ICRISAT, IFPRI, IIMI, IRRI
<b>ASIA AND PACIFIC</b>		
Warm arid and semi arid tropics and sub-tropics	ICRISAT	CIMMYT, CIFOR, <u>CIRL</u> , IFPRI, IIMI, IRRI
Warm sub-humid and humid tropics and sub-tropics	IRRI	AVRDC, CIAT, CIFOR, CIP, <u>CIRL</u> , ICLARM, ICRAF, ICRISAT, IFPRI, IIMI
<b>LATIN AMERICA</b>		
Humid and sub-humid tropics and sub-tropics	CIAT	CIMMYT, CIP, <u>CIRL</u> , CIFOR, IFPRI, ICRAF